

## **Summary of Q&A**

### **Answerer**

- **Masahiro Kihara, President & Group CEO, Mizuho Financial Group**

### **Q.**

**Why do you think you were appointed as the Group CEO? What is the first challenge of Mizuho you hope to resolve?**

### **A.**

I personally think listening is my strength. I like joining employee conversations, listening to various opinions, and translating them into changes. I think I am good at doing that if I can say so myself. Last year, I often held discussions with employees in my role as Head of Global Products Unit. I think such efforts contributed to my assessment.

My aim is to increase fans of Mizuho. In this sense, it is important that people know more about my personality. I want to start out by meeting and exchanging views with a range of people. I think demonstrating by example will contribute to reforming the corporate culture.

### **Q.**

**How can the market determine that the system failures have ended?**

### **A.**

There are no tangible indicators, and it is difficult to make such a decision. Nevertheless, it is important that Mizuho demonstrates the progress of its initiatives. For example, in the foreign exchange business, we check for vulnerabilities in the processes and related systems and make changes as necessary. We also make visible which parts of the processes are critical. Then, when a system failure occurs, we carefully review what happened and what kind of BCP is necessary.

We want to share information with everyone at certain time intervals, for example, what we will do during a particular quarter. We will keep doing this with the aim of earning trust.